

HPOL#10
Business Continuity Management
(Version 1.0)

Table of Contents

10.1.	SCOPE AND OBJECTIVES	2
10.2.	POLICY STATEMENT	3
10.2.1.	MANAGEMENT OF THE BUSINESS CONTINUITY PROCESS	3
10.2.1.1.	Business Continuity Framework and Management Process	3
10.2.1.2.	Business Continuity and Impact Analysis	3
10.2.1.3.	Writing and Implementing Continuity Plans	4
10.2.1.4.	Business Continuity Plan Testing	6
10.2.1.5.	Maintaining and Assessing the Plans	6
10.2.1.6.	Other Considerations	7

10.1. SCOPE AND OBJECTIVES

An organization is only viable so long as the business functions can be executed in appropriate timeframes. Influences on the organization such as disasters, accidents, or wilful damage can result in the loss of ability to perform these functions in the required timeframes. Business continuity plans account for these potential events to preserve an organization's ability to conduct operations.

The government organization shall adequately protect its critical business assets, information, and processes from the effects of major failures or disasters by developing and implementing a business continuity strategy that is consistent with business objectives and priorities.

10.2. POLICY STATEMENT

10.2.1. MANAGEMENT OF THE BUSINESS CONTINUITY PROCESS

10.2.1.1. Business Continuity Framework and Management Process

10.2.1.1.1. The government organization will uphold a single framework for business continuity plans.

Explanatory Notes

The objective of a single framework is to ensure consistency and address priorities across business units.

10.2.1.1.2. Business continuity considerations will be conducted in light of all business processes including, but not limited to, information technology and processing.

10.2.1.1.3. The government organization will develop and maintain a business continuity strategy based upon risk assessments.

Explanatory Notes

The objective of the business continuity strategy is to minimize risk to the government organization.

10.2.1.1.4. The government organization will develop, implement, and maintain business continuity plans in accordance with the business continuity plan strategy that addresses the specific risks to the government organization.

10.2.1.1.5. The government organization management will sponsor and endorse the business continuity planning process.

10.2.1.1.6. Primary responsibility for the business continuity planning process, including development, testing, and maintenance, will rest with the Chief Innovation Officers (CIOs) but each plan will have specific owner/s who is/are in alignment with ownership of the related resources or processes involved.

10.2.1.2. Business Continuity and Impact Analysis

- 10.2.1.2.1. Events that can cause interruptions to government organization processes will be identified and documented through assessments of the potential risks facing the government organization.
- 10.2.1.2.2. The government organization will prioritize the critical and non-critical business processes to determine the appropriate timely recovery of the businesses.
- 10.2.1.2.3. The government organization will assess identified risks to determine the likelihood that those risks will be realized.
- 10.2.1.2.4. The potential impact of realizable risks will be assessed to determine the potential operational and financial impacts on the government organization both in terms of damage scale and required recovery period.
- 10.2.1.2.5. Risks will be prioritized based on assessed likelihood and impact to critical business processes.

10.2.1.3. Writing and Implementing Continuity Plans

- 10.2.1.3.1. Emergency evacuation of staff and safety procedures will be defined and included in the plan, to avoid potential for confusion during a disaster which could lead to personnel being injured or unable to escape. The government organization will develop and maintain a strategy for establishing a Disaster Recovery Center based upon the risk assessment and the criticality of its business processes, applications and ICT infrastructure.
- 10.2.1.3.2. The government organization will develop and maintain a strategy for establishing a Disaster Recovery Center based upon the risk assessment and the criticality of its business processes, applications and ICT infrastructure.
- 10.2.1.3.3. Detailed procedures for recovering the ICT infrastructure and communications equipments needed to support critical processes will be developed to avoid potential delays or unsuccessful recovery.

10.2.1.3.4. Procedures for expense authorization will be developed to avoid the possibility of confusion regarding how to purchase necessary equipment or other items during the recovery.

10.2.1.3.5. A list of all personnel to be involved in the recovery effort, with their office and home phone numbers, will be included in the business continuity plan.

10.2.1.3.6. Acceptable recovery time frames will be assessed for each of the key business processes.

Explanatory Notes

The objective of assessing recovery time frames is to guide measures dictated in the continuity plans.

10.2.1.3.7. Emergency procedures and responsibilities will be identified and assigned.

Explanatory Notes

The objective of identifying emergency procedures and responsibilities is to allow recovery and restoration in required time scales.

10.2.1.3.8. The business continuity plans will clearly state the conditions required for initiation of the processes.

Explanatory Notes

The objective of clearly stating the conditions required for initiation of the processes is to allow for prompt use when required and to minimize cost associated with unnecessary use.

10.2.1.3.9. Both fallback and resumption related emergency procedures will be defined to allow for both temporary measures and full resumption as required.

10.2.1.3.10. Consideration will be given to assessments of external business dependencies and contracts.

10.2.1.3.11. Public relations and public authority management procedures will be addressed in the continuity plans.

10.2.1.4. Business Continuity Plan Testing

10.2.1.4.1. Appropriate maintenance and testing schedules will be defined for the business continuity plans.

10.2.1.4.2. Business continuity plans will be regularly tested.

Explanatory Notes

The objective of testing business continuity plans is to validate effectiveness and to prevent failure in emergency scenarios due to incorrect assumptions, oversights, changes in equipment, processes, and/or personnel.

10.2.1.4.3. Testing will involve staff associated with the plans. The roles and responsibilities of the staff involved in the testing procedure will be clearly segregated and documented.

Explanatory Notes

The objective of involving staff associated with the plans is to uphold awareness and to increase efficiency and effectiveness in emergency situations.

Testing will involve, but not be limited to, discussion, simulation, technical recovery testing, and/or complete rehearsals.

10.2.1.4.4. If significant maintenance to the plans is performed, testing requirements will be reassessed.

10.2.1.5. Maintaining and Assessing the Plans

10.2.1.5.1. Appropriate plan maintenance will occur upon identification of shortcomings during testing, or as a result of organizational change that requires consideration in the plans.

10.2.1.5.2. Change management process outputs will provide timely inputs to the business continuity plan maintenance processes.

10.2.1.5.3. Updates to the business continuity plan will be disseminated on a timely basis.

10.2.1.6. Other Considerations

10.2.1.6.1. The government organization will ensure that adequate and appropriate insurance coverage is carried to support recovery efforts after a continuity or disaster event.

10.2.1.6.2. The government organization will educate staff in the business continuity procedures.